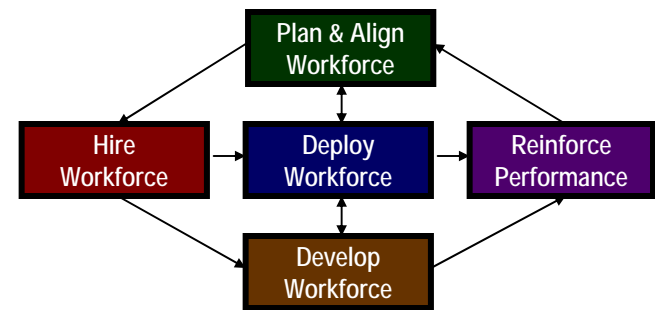


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State of Washington  
Office of the Attorney General

Human Resource  
Management Report

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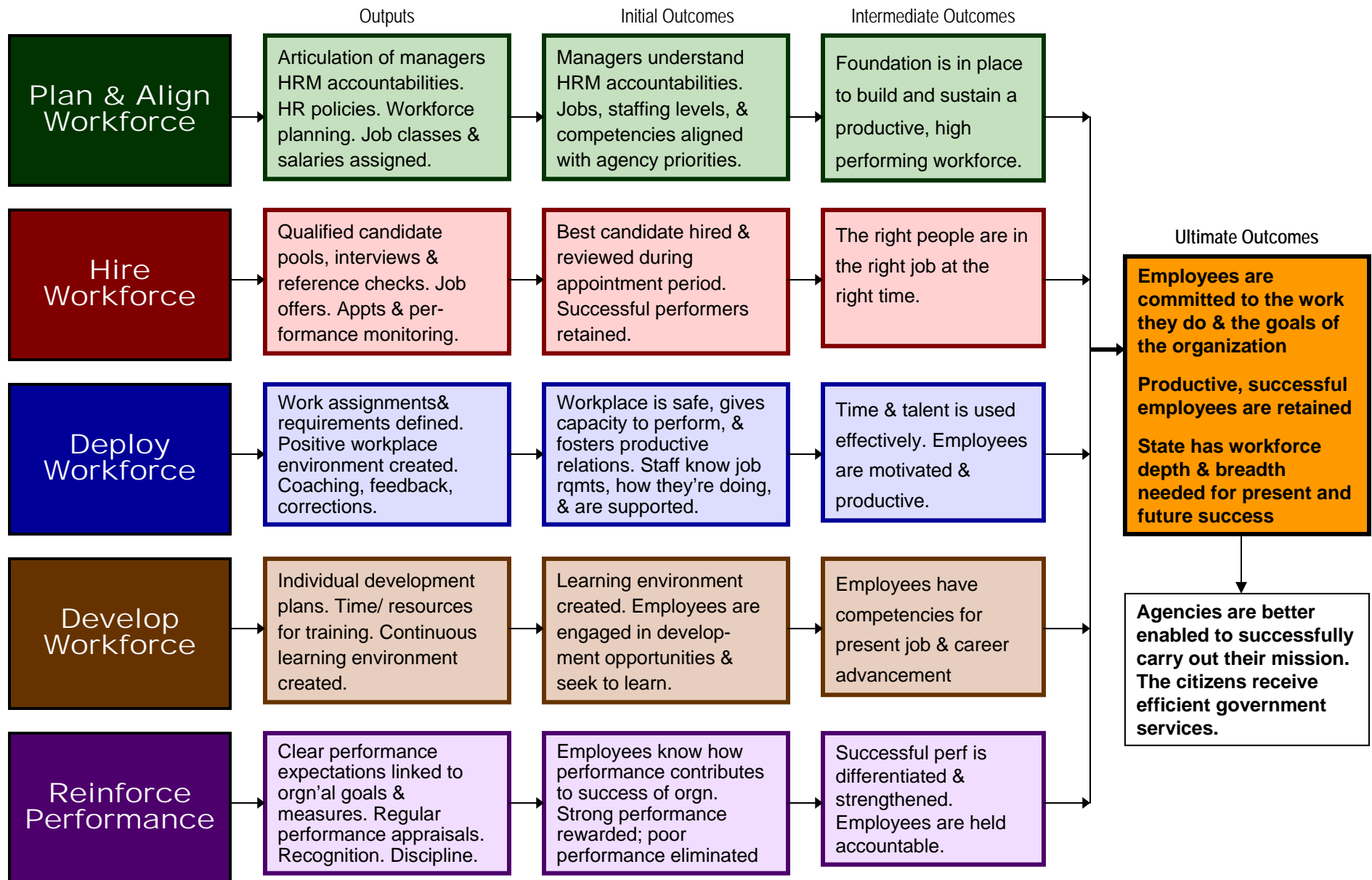


Prepared for:  
Honorable Rob McKenna  
Attorney General

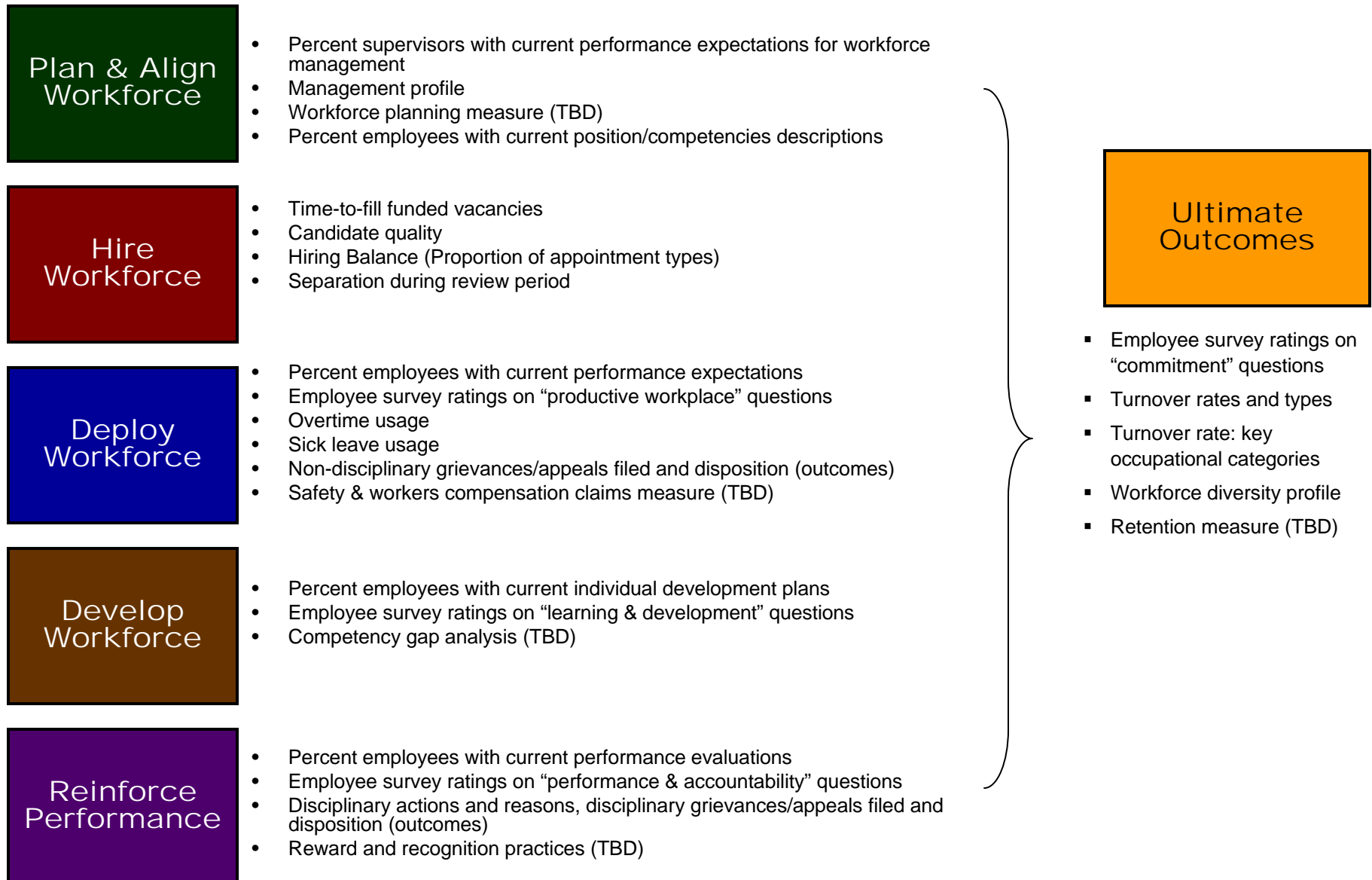
**April 30, 2007**

By:  
Renee' Zirkle  
Human Resources Operations Manager

## Managers' Logic Model for Workforce Management



## Standard Performance Measures



## Plan & Align Workforce

### Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

### Performance Measures:

**Percent supervisors with current performance expectations for workforce management**

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Workforce Management Expectations

**Percent supervisors with current performance expectations for workforce management = 100%**

Total # of supervisors with current performance expectations for workforce management = 224

Total # of supervisors = 224

### Analysis:

- All supervisors were trained in the PDP process.
- All Division Management receive quarterly Affirmative Action Goal Updates.
- All supervisor's PDPs incorporate good management practices and evaluation expectations.
- The AGO provides opportunities for all new supervisors to attend supervisory training and provides mid management training for all managers.
- Provide linkage to AGO strategic Plan.

### Action Steps:

- Continue providing targeted management training.
- Ensure new supervisors attend required supervisory training.

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Percent supervisors with current performance expectations for workforce management

## Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Management Profile

**Number of WMS employees = 42**

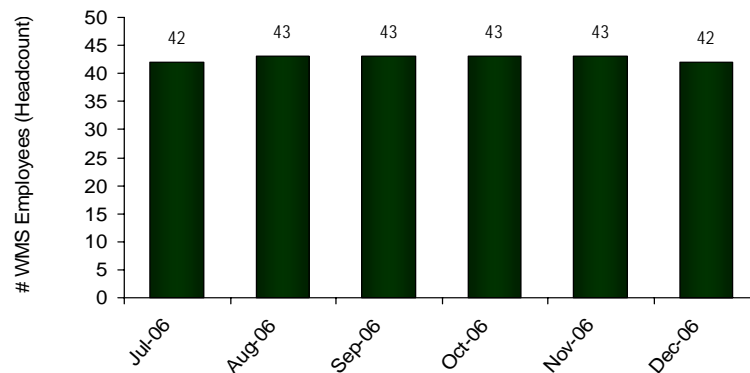
**Percent of agency workforce that is WMS = 3.3%**

**Number of all Managers\* = 153**

**Percent of agency workforce that is Managers\* = 12%**

\* Headcount in positions coded as "Manager" (includes EMS, WMS, and GS)

**Washington Management Service  
Headcount Trend**



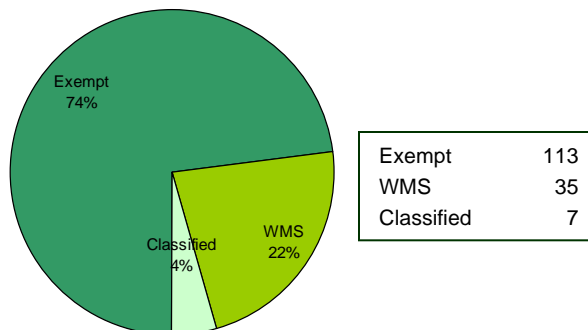
## Analysis:

- In addition to WMS managers, the AGO has exempt mid-level managers (Section Chiefs and Team Leaders) who manage the various regional offices or teams and programs within divisions.
- Given that the AGO has 65 divisions in 13 geographic locations, the number of managers is appropriate.
- An overall total of 6 mid-manager positions were reduced between July 1, 2005 and December 31, 2006.

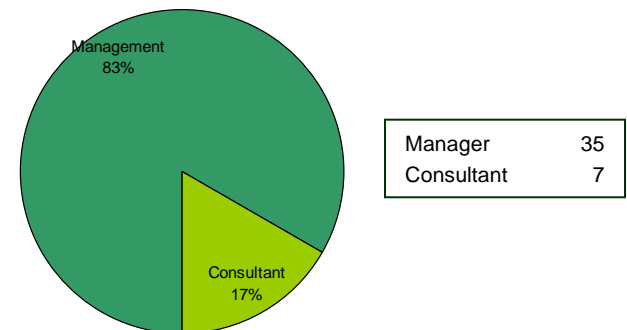
## Action Steps:

- Continue looking at mid-manager positions that could be cut or moved into non-manager positions.

**Total Management Breakdown**



**WMS Management Type**



## Plan & Align Workforce

### Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

### Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

## Current Position/Competency Descriptions (PDF)

**Percent employees with current position/competency descriptions = 97%**

Total # of positions with current position/competency descriptions\* = 1250

Total # of positions\* = 1296

\*Applies to employees in permanent positions.

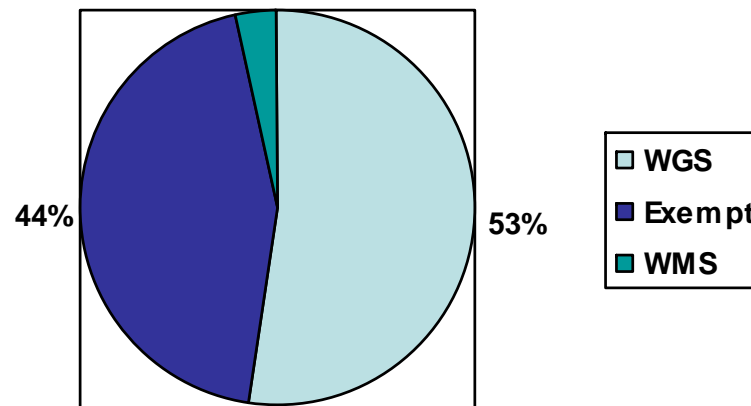
### Analysis:

- As of June 1, 2006 we required all positions descriptions be put on the new PDF form.
- Total number of positions include both Vacant and Non-Permanent.
- The majority of the outstanding PDFs are in one division. That division has experienced a very high workload over this time and are working to complete them.

### Action Steps:

- We are working with the divisions with outstanding PDFs and are setting deadlines for completion.
- All PDFs are being reviewed annually during the evaluation process or when filling a vacancy.

**Number of PDFs by Classification**



# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-fill vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Recruitment and Assessment Activities

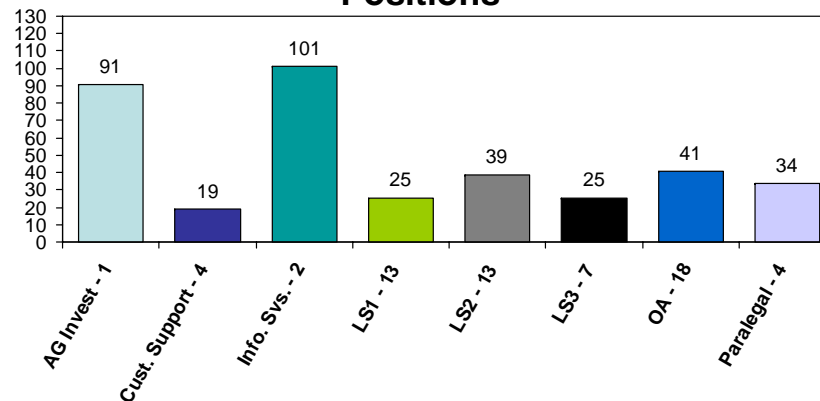
### Time-to-fill Funded Vacancies

Average Number of Days to fill\*: 36.5

Number of permanent vacancies filled: 64

\*Equals # of days from hiring requisition to date of appointment.

### Average Days to Fill Classified Positions



### Candidate Quality

	Percent	Number
Candidates interviewed who had competencies needed for the job	70%	13
Hiring managers who indicated they could hire best candidate	94.1%	16

### Analysis:

- We implemented E-Recruiting in October 2006, this has lengthened the time to fill positions because there weren't a lot of names in the talent pool and we had to keep our job postings open longer.
- IS positions are difficult to fill because there are limited number of candidates available, and the salary the state can offer is not competitive.
- The AGO Investigator positions are so difficult to fill we have had to open and close referrals without hiring. We recently ended up adding premium pay in order to fill a position.
- Candidate quality information was taken from an in-house survey after positions were filled and is not 100% reflective of all positions filled.

### Action Steps:

- Develop and present proposal to executive management to enhance recruitment and retention.
- Continue to get applicant names to hiring supervisors as soon as possible.
- Post continuously-open job postings at careers.wa.gov.
- We hope that the upcoming salary increases and COLAs will enable us to attract a larger pool of interested candidates for our IT, LS and Paralegal positions.

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

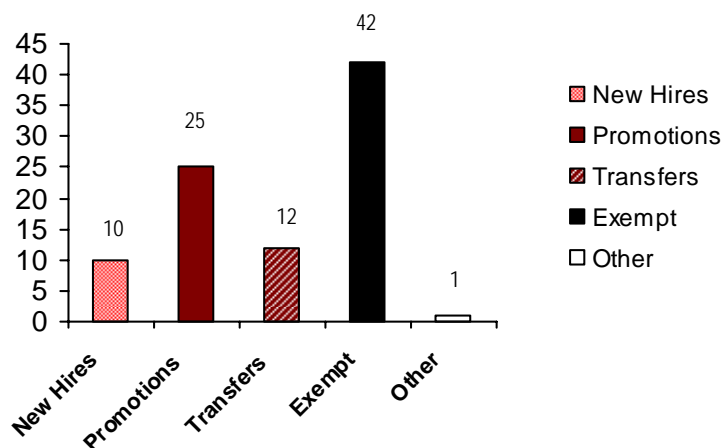
Time-to-fill vacancies

Candidate quality

**Hiring Balance**  
(proportion of appointment types)

**Separation during review period**

## Types of Appointments



**Total number of appointments = 94\***

Time period = July 2006 through December 2006

Includes appointments to permanent vacant positions only; excludes reassignments

\*Other = Demotions, re-employment, reversion & RIF appointments

## Separation During Review Period

Probationary separations - Voluntary	3
Probationary separations - Involuntary	0
<i>Total Probationary Separations</i>	3
Trial Service separations - Voluntary	3
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	3
<b>Total Separations During Review Period</b>	<b>6</b>

Time period = June 2006 through December 2006

## Analysis:

- New Hires – This number is low because it is missing employees who went from non-permanent status to probationary appointments due to limited coding options at go-line with HRMS.
- Promotions – Current employees in trial service, including WMS. The AGO requires at least three agency promotional candidates be considered for vacancies.
- Transfers – These are internal classified staff who transfer from one position to another position with the same salary range.
- Exempt – This includes all exempt hires and appointment changes except internal transfers. This also includes all attorneys, confidential secretaries, law clerks and admin interns which are non-permanent appointments. Exempts are approximately 50% of all AGO staff.
- The AGO highly encourages transfer between divisions of both exempt and classified staff.

## Action Steps:

- We will be able to count all new hires now that HRMS has included a code for non-permanent to probation.
- In the future we will try to break out the permanent exempt hires from the non-permanent appointments (i.e. law clerks and admin interns).

Data as of December 2006

Source: HRMS Business Warehouse

## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

#### **Percent employees with current performance expectations**

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

## Current Performance Expectations

**Percent permanent employees with current performance expectations = 100%**

Total # of employees with current performance expectations = 1067  
Total # of employees = 1290 (This number includes non-permanent employees who are not eligible for performance awards)

### Analysis:

- It has always been a high priority of this agency for every employee to have an annual performance review and a performance plan. With the agency requesting Performance Confirmation from the Department of Personnel, it was even more important that we have 100% participation for all staff. Because it has been such a high priority, the agency has reached it's goal of 100% participation and the agency has received Performance Confirmation from DOP.

### Action Steps:

- Continue to stress the importance and benefits of a high performance expectation system.
- Continue to promote the performance recognition program.
- Continue to provide training for management and employees on the PDP process.
- Ensure all new employees have a performance plan within 30 days of hire.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

## Employee survey ratings on "productive workplace" questions

Overtime usage

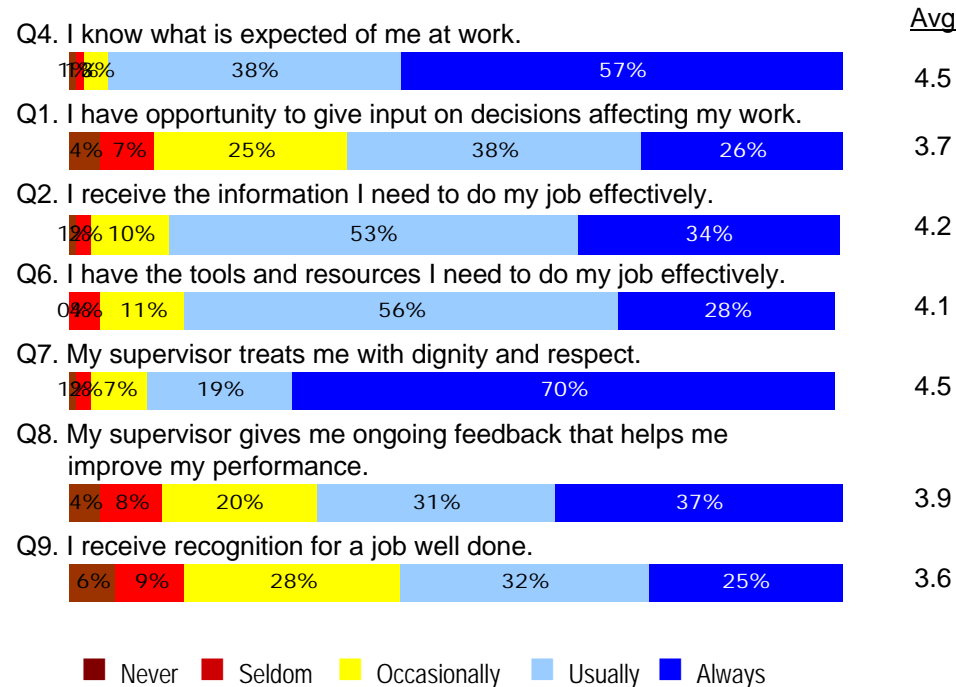
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Office of the Attorney General

## Employee Survey "Productive Workplace" Ratings



On a scale from 1-5 our overall average score for Productive Workplace Ratings: 4.1

## Analysis:

- This information is from a survey done by the agency through DOP in Spring of 2006. Another survey will be done before the Fall 2007 HR Management Report.
- 811 staff, approximately 76% of our employees responded to the survey.
- We feel that our staff know what is expected of them because of our emphasis on performance expectations and management.
- Through our performance management program, we feel that we will find these numbers going up.

## Action Steps:

- Continue to emphasize good management practices by encouraging interim reviews during evaluation period and open communication with staff.
- Continue use of 360 degree feedback in the evaluation process.
- Continue to improve our performance recognition program.

Data as of Spring 2006  
Source: DOP Survey

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

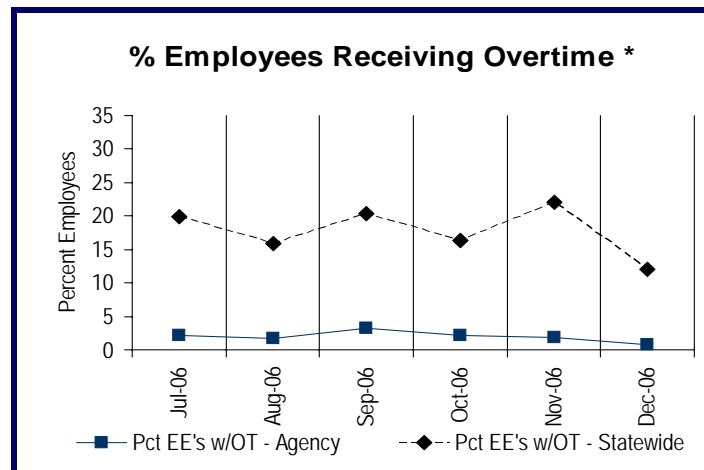
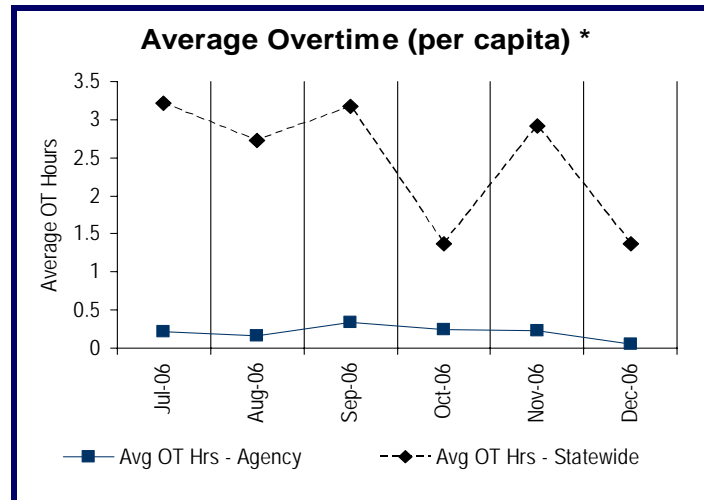
## Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

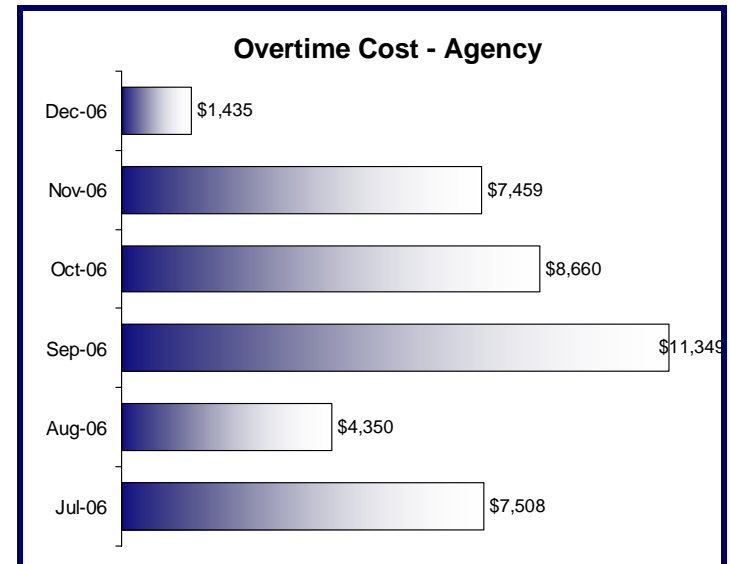
Safety and Workers Compensation (TBD)

## Overtime Usage



\* Statewide overtime values do not include DNR

Data as of December 2006  
Source: HRMS Business Warehouse



## Analysis:

- We feel our overtime costs are well within the acceptable range.
- More than 50% of our staff are exempt and not eligible for overtime.
- The Office of the Attorney General is far below the Statewide Average for overtime.

## Action Steps:

- Continue to monitor use of overtime.
- Work with HRMS to pull information indicating reason for higher overtime by month.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

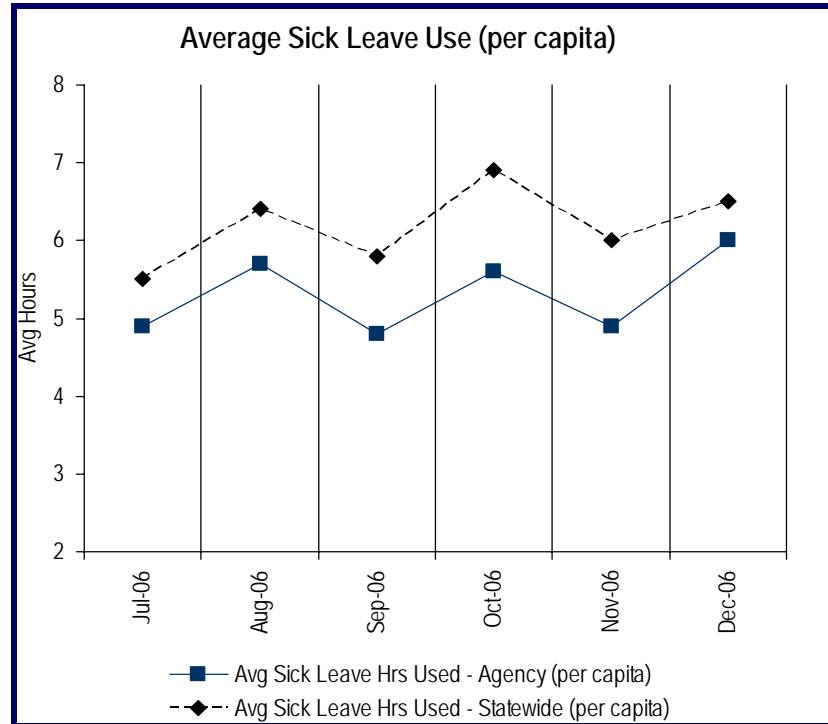
## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Office of the Attorney General

## Sick Leave Usage



## Analysis:

- On average the AGO sick leave usage is 14% below the Statewide average.

## Action Steps:

- AGO is working with DOP and other agencies to look at causes for sick leave use and identify any issues that we can resolve.
- Continue to encourage individual and group wellness activities throughout the office.

## Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used, per capita – Agency	Avg Hrs SL Used, per capita – Statewide	% of SL Hrs Earned, per capita – Agency	% of SL Hrs Earned, per capita – Statewide
5.3 Hrs	6.2 Hrs	68.6%	79.8%

## Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used – Agency (those who took SL)	Avg Hrs SL Used – Statewide (those who took SL)	% SL Hrs Used vs Earned – Agency (those who took SL)	% SL Hrs Used vs Earned – Statewide (those who took SL)
10.5 Hrs	11.7 Hrs	130.9%	145.8%

\* Statewide data does not include DOL, DOR, L&I, and LCB  
Data Source: DOP Pivot Table

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Safety and Workers Compensation (TBD)

Office of the Attorney General

## Non-Disciplinary Appeals (mostly non-represented employees)

### Filings for DOP Director's Review

Time Period = June 2006 through Dec 2006

- 1 Job classification
- 0 Rule violation
- 0 Name removal from register
- 0 Rejection of job application
- 0 Remedial action

**1 Total filings**

### Filings with Personnel Resources Board

Time Period = June 2006 through Dec 2006

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-Disciplinary separation

**0 Total filings**

Total outcomes = Pending

Time Period = June 2006 through Dec 2006

Data as of December 2006  
Source: Agency tracked data

# Develop Workforce

## Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

## Performance Measures

**Percent employees with current individual development plans**

**Employee survey ratings on "learning & development" questions**

Competency gap analysis (TBD)

## Individual Development Plans

**Percent employees with current individual development plans = 100%**

Total # of employees with current IDPs = 1067

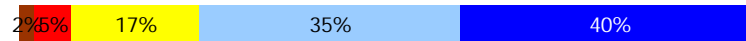
(This includes all permanent WMS, GS and exempt staff)

Total # of employees = 1290

(This includes all permanent WMS, GS, exempt and non-permanent staff)

## Employee Survey "Learning & Development" Ratings

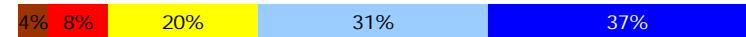
Q5. I have opportunities at work to learn and grow.



Avg

4.1

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



3.9

**On a scale from 1-5 our overall average score for Learning & Development Ratings: 4.0**

## Analysis:

Individual training plans are found in many different places including the following:

- Part 2 of the PDP
- New Employee Orientation
- In-Training Plans
- corrective action / counseling
- Mandatory agency trainings – attendance is tracked.

## Action Steps:

- Continue to make PDP training mandatory for supervisors and managers and emphasize importance of completing part 2 of plan.
- Encourage supervisors to create individual development plans for employees when there are deficiencies.

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

#### Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

**Percent employees\* with current performance evaluations = 100%**

Total # of employees with current performance evaluations\* = 1067

Total # of employees\* = 1290

\*Applies to employees in permanent positions, both WMS & GS

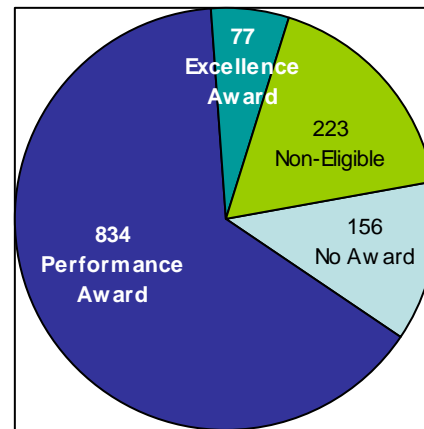
### Analysis:

- Supervisors are encouraged to have regular and on-going reviews with staff about their progress toward their goals.
- Approximately 70% of AGO employees received some form of performance recognition award. We believe that this is an indication that the AGO is a high-performing organization.

### Action Steps:

- Continue to promote the PDP process within the agency.
- Ensure all new employees have a performance plan within 30 days of hire.
- Survey all employees regarding performance recognition program and consider suggestions for program improvement.

## 2005-06 Performance Awards



■ Non-Award 156	■ Performance Award 834
■ Excellence Award 77	■ Non-Eligible 223

Data as of December 2006  
Source: Agency evaluation tracking system

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

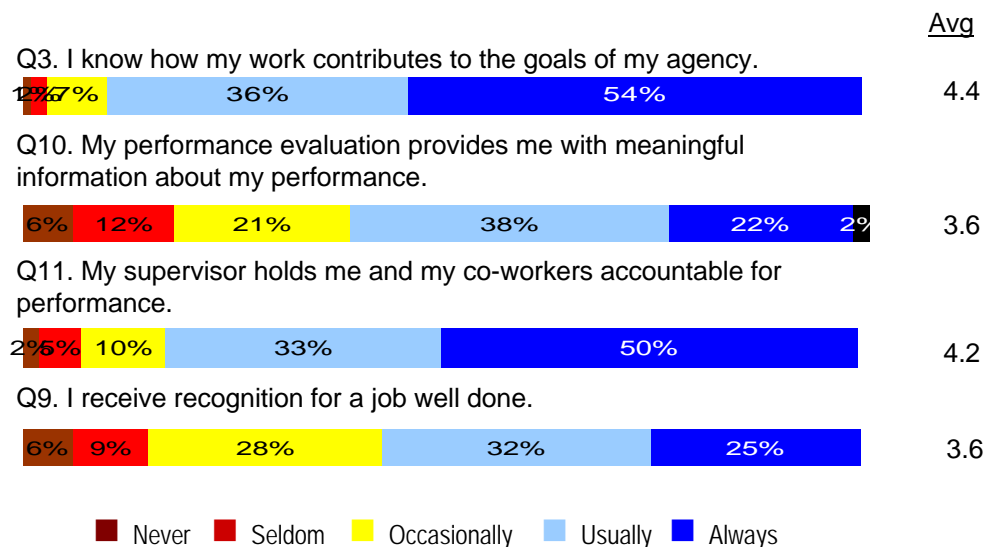
Percent employees with current performance evaluations

### Employee survey ratings on “performance and accountability” questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Employee Survey “Performance & Accountability” Ratings



**On a scale from 1-5 our overall average score for “Performance & Accountability” ratings is 4.**

### Analysis:

- We feel our performance management program has been a success. We expect that our ratings on these questions will go up over time as we continue to foster a performance-based culture.

### Action Steps:

- Continue AGO’s peer driven Employee Recognition Program.
- Continue to develop creative recognition strategies on a divisional basis.
- Continue performance recognition program recognizing staff for a job well done.
- Expand the performance management program by raising the reward amount.

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

### Disciplinary Action Taken

Time period = July 2006 through December 2006

Dismissals	0
Demotions	1
Suspensions	0
Reduction in Pay*	1
<b>Total Disciplinary Actions*</b>	<b>2</b>

\* Reduction in Pay is not currently available in HRMS/BW.

### Analysis:

- We only had two formal disciplinary actions during this time period, which we feel is an acceptable amount given the size of our agency.

### Action Steps:

- Continue to train our managers and supervisors in the just cause corrective and disciplinary process so hopefully behavior or performance can be turned around before we reach discipline.

### Issues Leading to Disciplinary Action

- Work performance deficiencies
- Misuse of state resources

### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

Time Period = July 06 through December 06

1 Demotion (decision pending)

## ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

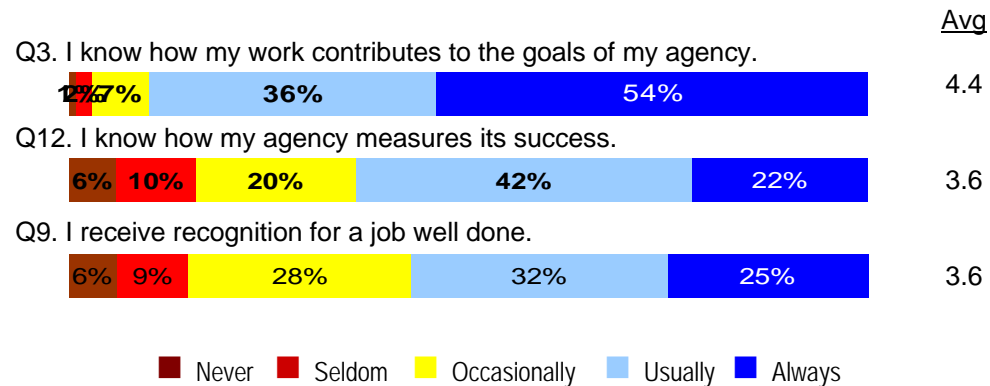
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

### Employee Survey "Employee Commitment" Ratings



**On a scale of 1 to 5 our overall average score for Employee Commitment ratings: 3.9**

#### Analysis:

- For several years the AGO has directed managers to provide a link between the work of their employees to the agency or division strategic plan.

#### Action Steps:

- Will develop suggestions for managers in terms of measuring success.
- Continue all efforts in recognizing employees on an ongoing basis.

## ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

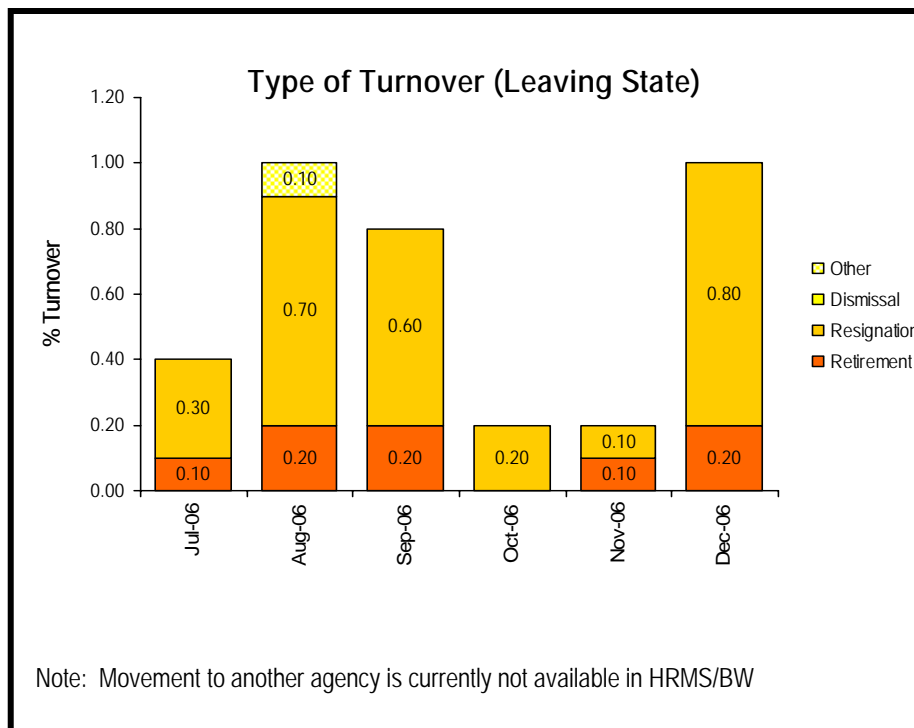
### Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Turnover Rates



### Analysis:

- We believe that our high turnover rate is due in part to our inability to compete with the higher wages that the private sector is able to pay along with shorter work weeks and bonus packages.
- This chart does not capture Permanent Employees who left while in a Non-Permanent position.

### Action Steps:

- We will continue to advocate for higher salaries for our staff.
- We will continue to monitor staff morale surveys for ways to increase job satisfaction.
- We will continue and expand our performance recognition program.

Employees leaving state service: 43

Employees transferring to another state agency: 14

**Total Turnover Actions: 57**

Average number of Permanent employees Jan - Dec: 1205

**Total Percent of Turnover July – Dec 2006: 3.6%**

**Total Percent of Turnover with Transfer Out July – Dec 2006 = 4.7%**

Data as of December 2006

Source: HRMS Business Warehouse and Agency Tracking

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

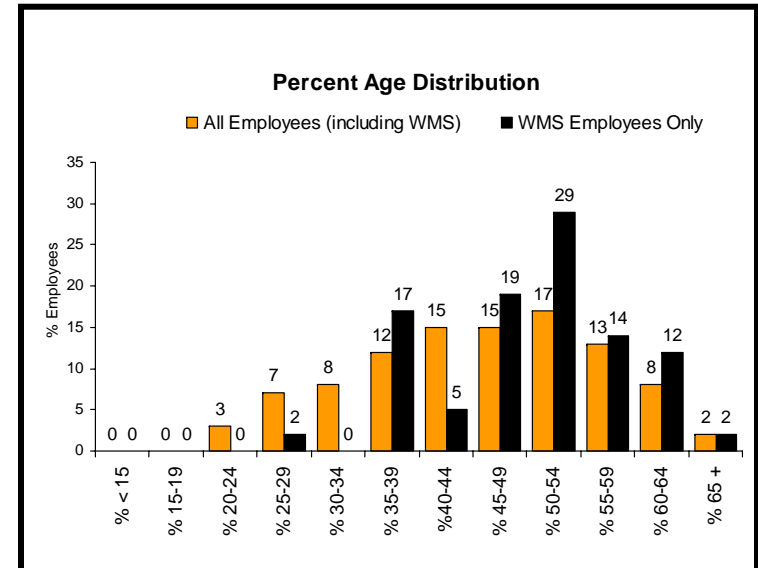
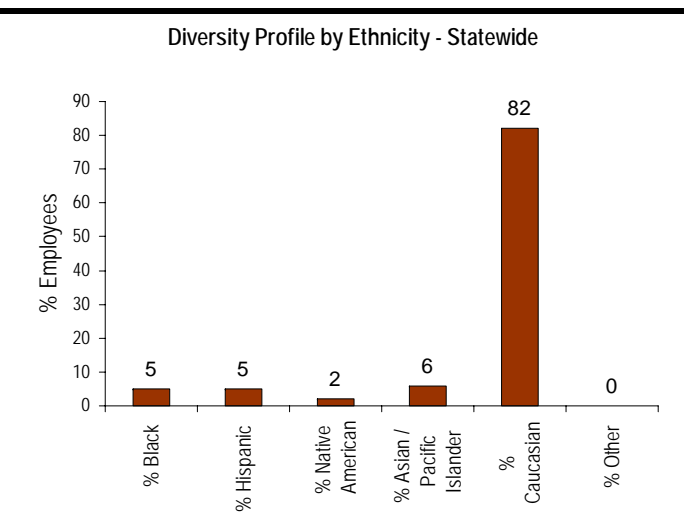
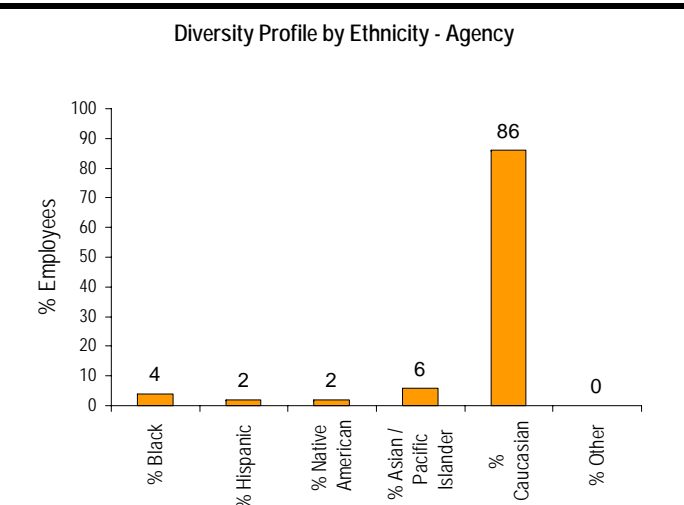
**Workforce diversity profile**

Retention measure (TBD)

Office of the Attorney General

## Workforce Diversity Profile

	Agency	State
Female	79%	52%
Disabled	7%	5%
Vietnam Vet	5%	7%
Disabled Vet	2%	2%
People of color	14%	18%
Persons over 40	70%	75%



### Analysis:

- We believe our numbers are pretty consistent with statewide levels however, we continue to strive to increase our diversity.

### Action Steps:

- Continue efforts to diversify the Professional job group.
- Continue to emphasize employment of persons with disabilities in the Attorney, and Officials and Managers job groups.
- Continue in-house training programs.
- We continue checking Affirmative Action Update for underrepresented groups when hiring for positions.
- Attend more job fairs that focus on the areas of diversity in which we are low.